



Agency Priority Goal | Action Plan | FY 22 – Q1

Democracy and Governance

Goal Leader(s):

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Goal Overview

Goal statement

- USAID will seek to increase democratic demand in countries experiencing democratic openings. By September 30, 2023, more effective USAID programming will contribute to a 5% increase in the V-Dem Civil Society Participation Index in target countries.

Problem to Be Solved

- The world has now marked 15 years of global democratic decline, and the pace of decline is accelerating. Autocracies are home to 68% of the world's population.
- President Biden has outlined a bold vision to win the competition for the future by revitalizing democracy both at home and abroad, confronting corruption, and defending and protecting human rights.
- At the December 2021 Summit for Democracy, President Biden announced a new Presidential Initiative for Democratic Renewal. This initiative launched a marquee deliverable intended to surge assistance to “bright spot” countries that are experiencing democratic openings.

Goal Overview Continued

What Success Looks Like

- o 2022 can and should be the turning point toward a new era of democratic expansion. Over the next two years, renewed USAID Democracy, Human Rights, and Governance (DRG) assistance will contribute to successful democracy movements and reforms in countries experiencing democratic openings. In these contexts, elevated levels of civic participation will both strengthen democratic participation and serve as an indicator of democratic demand, engagement, momentum, and vitality.
- o Target countries will include those with recent democratic openings in each USAID region and will receive rapid response assistance. USAID will provide a preliminary list of APG countries by Q2 FY 2022, and revisit the list annually. A methodology for country selection will be developed and refined in early 2022. In the interim, DG APG countries include Malawi, Zambia, Moldova, Armenia, North Macedonia, Ecuador, Honduras, Timor Leste, and Dominican Republic.

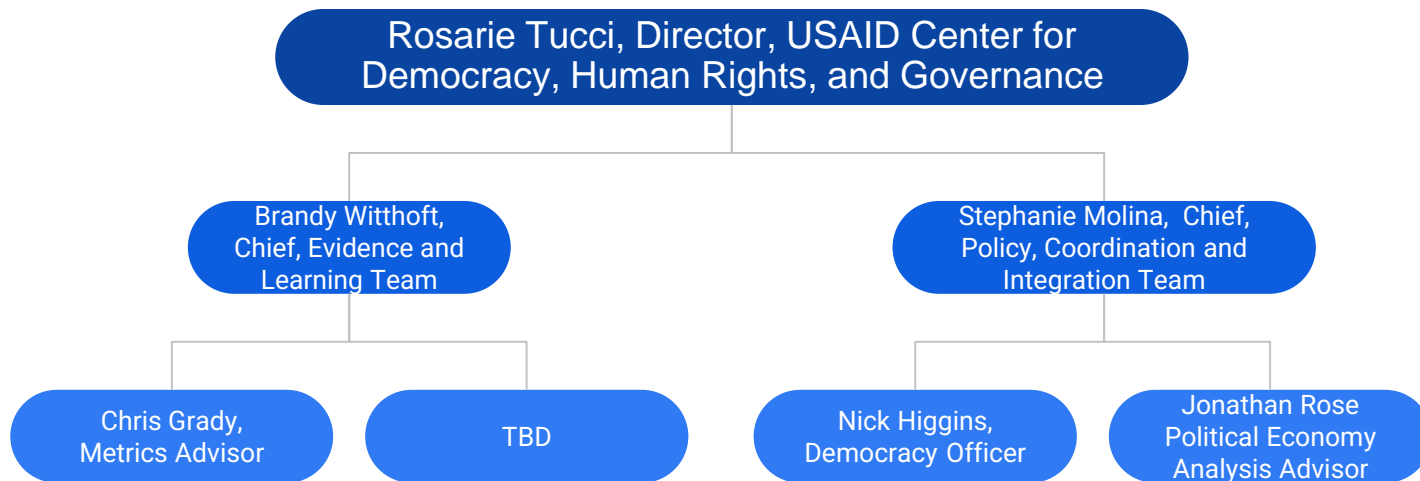
**Note: This APG is linked to State/USAID Joint Strategic Plan Goal 3, which includes a focus on strengthening democratic demand. In this context, changes in levels of civic participation serve as an expression and indicator of democratic demand.*

Goal Targets

Achievement statement		Key indicator(s)	Quantify progress			Frequency
By...	We will...	Name of indicator	Target value	Starting value	Current value	Update cycle
09/30/23	USAID will seek to increase democratic demand in countries experiencing democratic openings. By September 30, 2023, more effective USAID programming will contribute to a 5% increase in the V-Dem Civil Society Participation Index in target countries.	Indicator #1: Percent of DRG project solicitations in target countries that cite evidence and/or call for evidence-based approaches.	50	TBD*	TBD	Annual
09/30/23		Indicator #2: Percentage increase in V-Dem Civil Society Participation Index for target countries	5%	1.02%*	1.025%	Annual
09/30/23		Indicator #3: Number of new DRG Center learning resources produced	30	10	10	Annual
9/30/23		Indicator #4: Downloads of data portrait and indicator inventories from idea.usaid.gov/drg	1500	720	720	Quarterly

*Starting values to be established in FY2022 Q2 report.

Goal Team



Goal Strategies

The strategies to achieve this DRG goal are grounded in an acknowledgement that USAID must renew its approach toward democracy promotion through updated conceptual and programmatic approaches, a willingness to challenge our assumptions about where and how we work, a relentless drive to utilize high quality evidence and data in program design and adaptation, and a commitment to reward democratic reform by marshalling rapid response resources to support democratic openings and transitions so that emerging democratic leaders and movements are able to succeed. These actions will maximize USAID's contribution to the vital task of not only preventing further democratic decline and decay, but of fostering a new wave of democratic commitment, consolidation, and confidence.

While the fate of democracy will not hinge on USAID's DRG portfolio alone, we recognize that we must renew the tools, approaches, and urgency of our work if we are to maximize our effectiveness and help animate change toward a more just, accountable, inclusive and participatory future for all. Goal strategies include:

- **Update DRG conceptual and programmatic approaches to reflect new programmatic challenges and opportunities:** The current DRG strategy was approved in 2013 early in the period of democratic decline and before the rise of disinformation, digital authoritarianism, and COVID-19. To begin the process of sharpening USAID's DRG approaches to best engage with our contemporary context, USAID will renew sector priorities and approaches, starting with the development of a new DRG policy.

Goal Strategies Continued

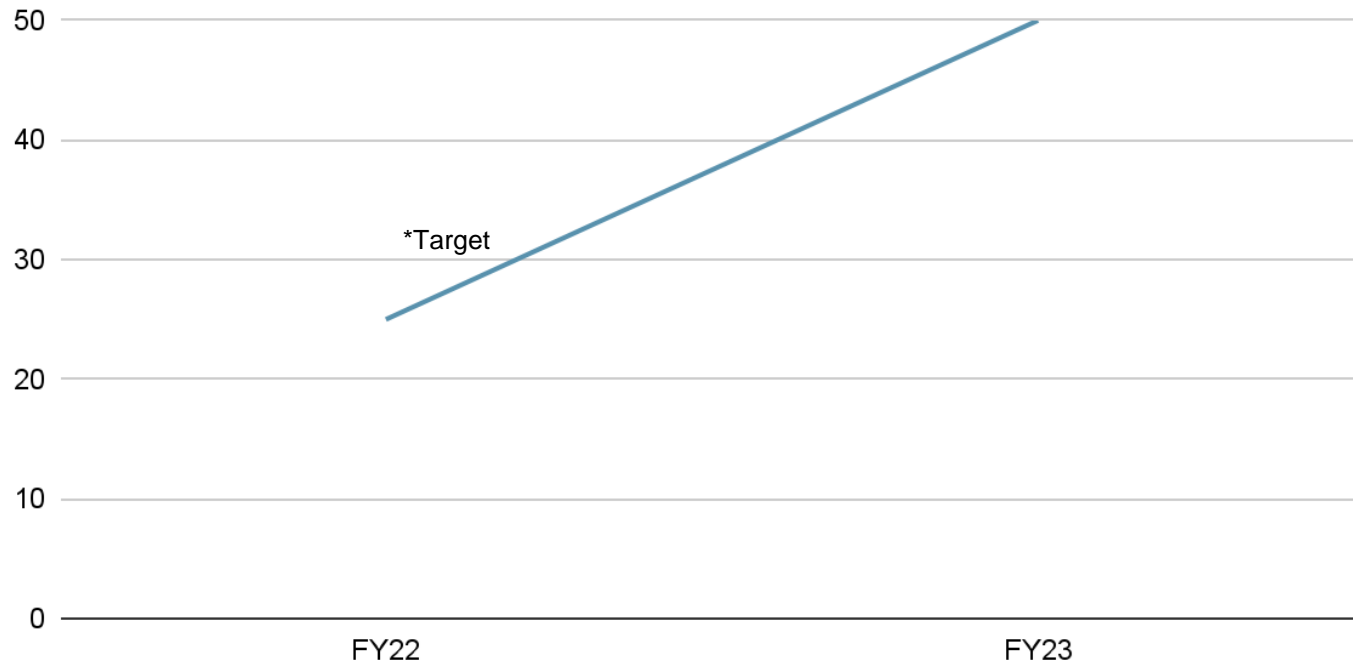
- **Promote evidence-based and data-driven DRG programming:** Democracy assistance works - it has a statistically-significant positive effect over time. However, this work should be recalibrated to meet today's challenges through increased investments in research and learning, both centrally and in the field. USAID Operating Units should use high quality measures of democratic change, such as [V-Dem](#) data and USAID's DRG Country [Data Portraits](#), together with evidence and research findings from the DRG [Learning Agenda](#) and gap map efforts, to inform strategic planning, activity design, and performance management and adaptation.
- **Increase rapid response support to democratic openings:** Given the recent trend toward authoritarianism, it is critical that we are able to surge DRG resources and staffing support to democratic openings when they occur. As democratic breakthroughs are inherently unpredictable, this will require both flexibility and a growing rapid response capability on the part of USAID Washington DRG teams within the Development, Democracy, and Innovation (DDI) Bureau and DRG technical teams within each of USAID's regional bureaus. This APG will reinforce USAID's new Partnerships for Democracy (PfD) marquee deliverable, which seeks to surge support to democratic "bright spots."

Key annual indicators

Annual Indicators:

- Indicator #1: Percent of democracy and resilient government (DRG) project solicitations in target countries that cite evidence and/or call for evidence-based approaches. This quantitative indicator provides a simple and reliable way to express achievement in the utilization of DRG evidence and learning in USAID's procurement process.
- USAID will explore the feasibility of using innovative machine reading software to scan USAID DRG solicitation documents for citations of evidence. USAID will complete this task in FY22 Q2 .

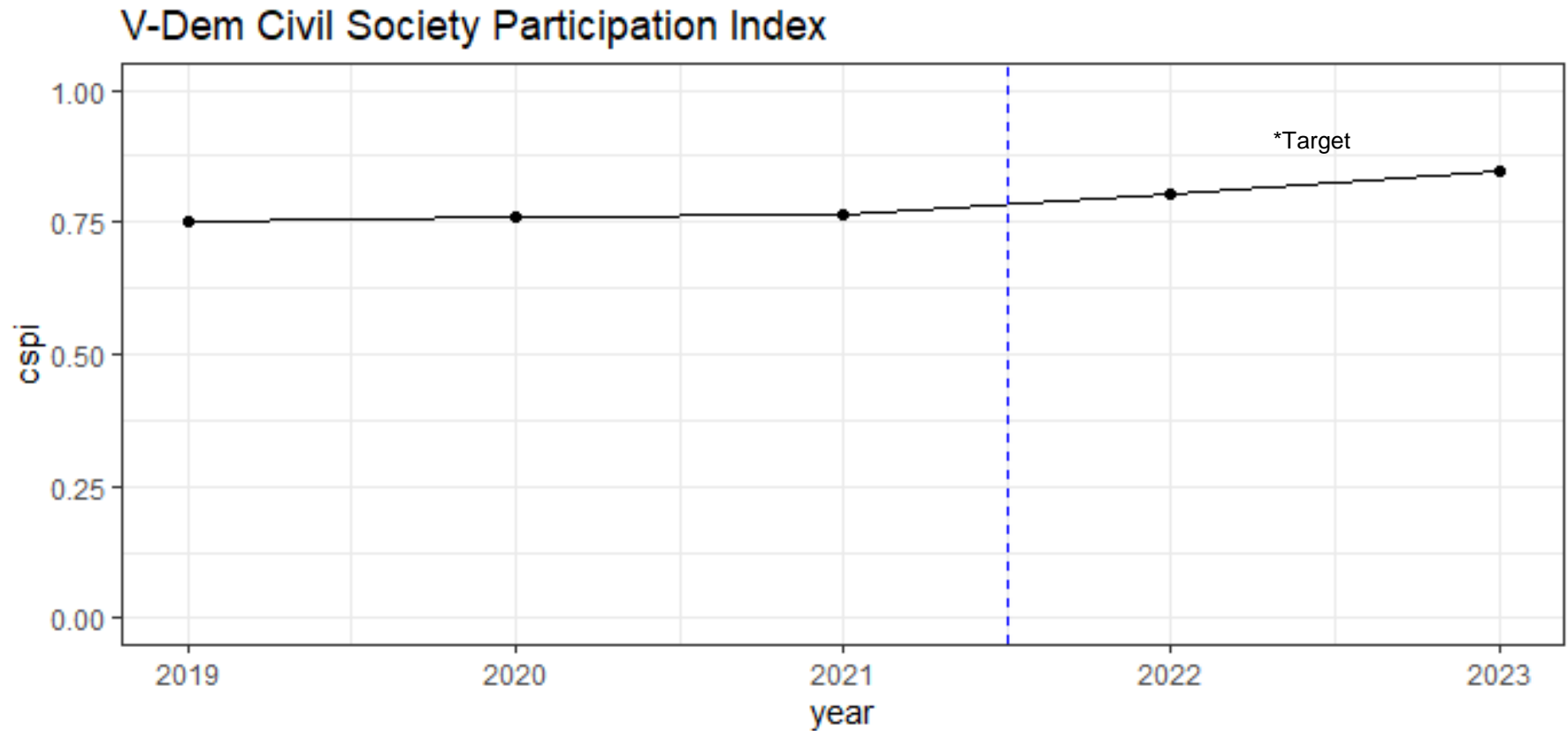
Percent of DRG project solicitations in target countries that cite evidence and/or call for evidence-based approaches.



Key annual indicators

Annual Indicators:

- Indicator #2: Percentage increase in V-Dem Civil Society Participation Index for target countries. A quantitative context indicator that provides a simple and reliable way to express a specific change in civil society participation in target countries.

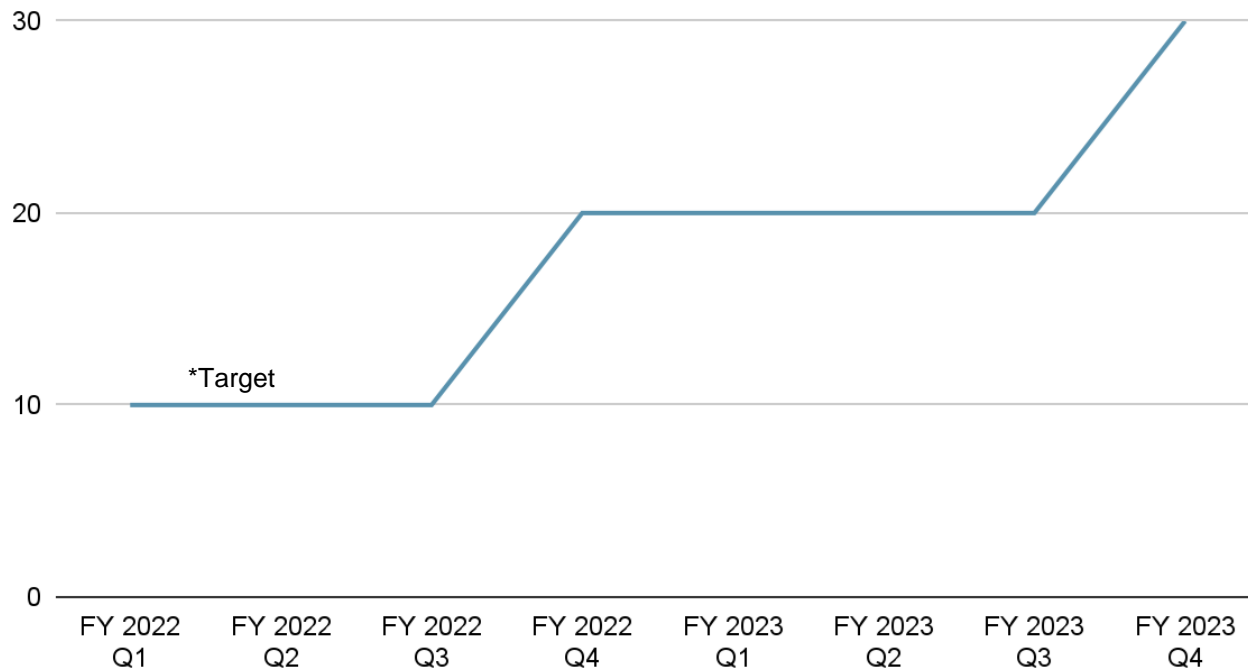


Key quarterly indicator

Quarterly Indicator:

- Indicator #3: Number of new DRG Center learning resources produced. A quantitative indicator that provides a simple and reliable way to express achievement in the production of new technical resources for DRG staff.

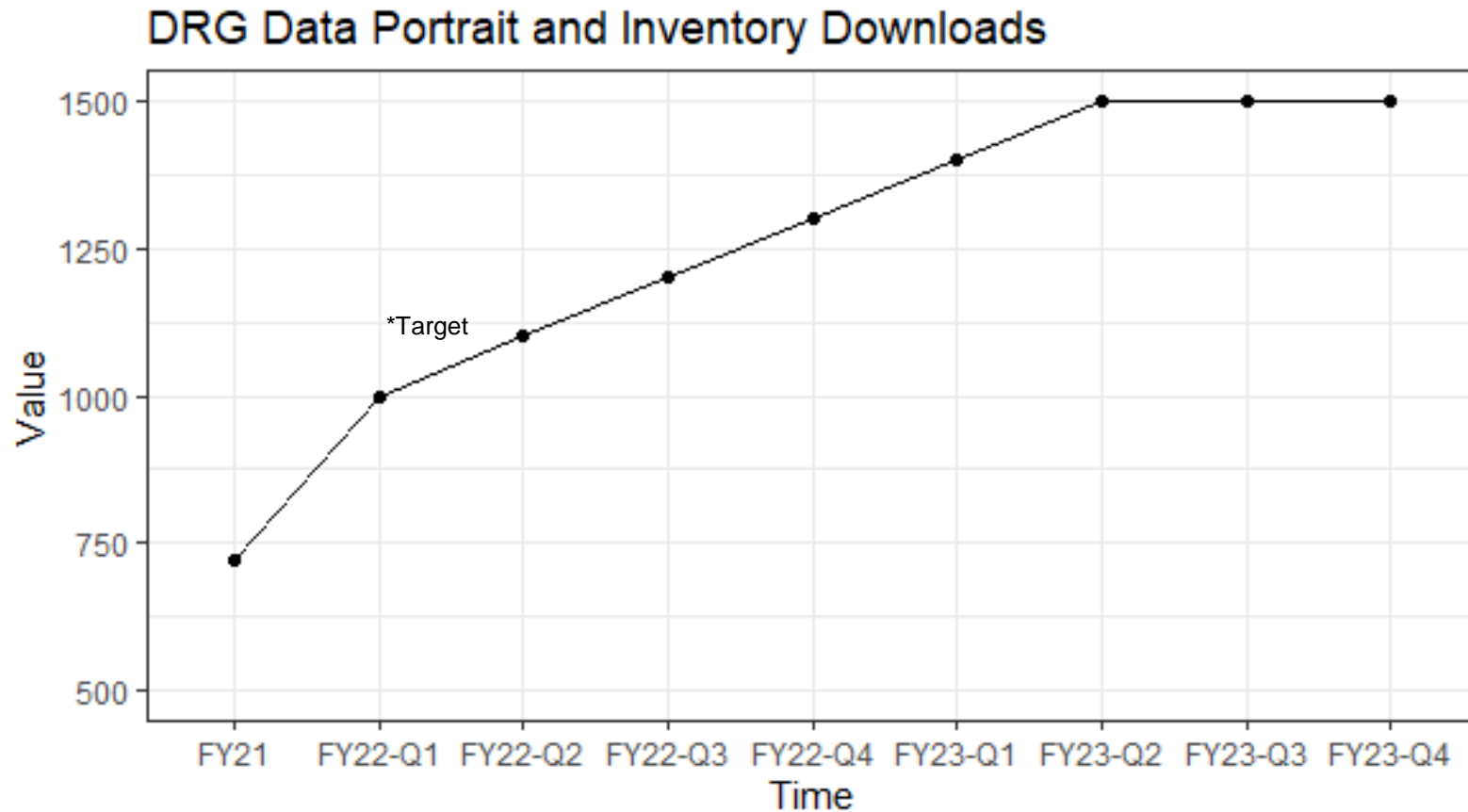
Target Number



Key quarterly indicator

Quarterly Indicator:

- Indicator #4: Downloads of data portrait and metrics inventories from idea.usaid.gov/drg. This quantitative indicator measures use of DRG evidence by internal and external stakeholders.



Key milestones

- Four milestones relate to USAID's efforts to increase the effectiveness of DRG programming by updating DRG conceptual and programmatic approaches to reflect new DRG challenges and opportunities. A fifth milestone relates to USAID's efforts to expand the DRG workforce.
- These milestones will be used to signify progress toward the development of new conceptual and programmatic approaches for DRG programming that are informed by the current global DRG context.

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Establish evidence base for new DRG Policy	Q2 FY22	On Track		DDI/DRG/PCI	In progress and on track. See narrative.
	Q3 FY22	On Track			
Begin consultations with internal and external stakeholders to inform new DRG Policy	Q2 FY22	On Track		DDI/DRG/PCI	
Complete consultations with internal and external stakeholders to inform new DRG Policy	Q3 FY22	On Track		DDI/DRG/PCI	
Draft new DRG Policy	Q3 FY22	On Track		DDI/DRG/PCI	
	Q4 FY22	On Track			
Review DRG Strategic Assessment Framework	Q4 FY22	On Track		DDI/DRG/PCI	
	Q1 FY23	On Track			
Develop DRG workforce expansion plan	Q4 FY22	On Track		TBD	
	Q1 FY23	On Track			
Develop Partnerships for Democracy target country identification methodology	Q2 FY22	On Track		DDI/DRG/PCI	
	Q3 FY22				

Key milestones (Cont.)

- Four milestones relate to USAID's efforts to increase the effectiveness of DRG programming by updating DRG conceptual and programmatic approaches to reflect new DRG challenges and opportunities. A fifth milestone relates to USAID's efforts to expand the DRG workforce.
- These milestones will be used to signify progress toward the development of new conceptual and programmatic approaches for DRG programming that are informed by the current global DRG context.

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Finalize new DRG Policy	Q1 FY23	On Track		DDI/DRG/PCI	
Disseminate new DRG Policy to USAID workforce	Q2 FY23	On Track		DDI/DRG	
Finalize new DRG Strategic Assessment Framework	Q2 FY23	On Track		DDI/DRG/PCI	
Utilize updated DRG Strategic Assessment Framework	Q3 FY23	On Track		DDI/DRG/PCI	
	Q4 FY23	On Track		DDI/DRG/PCI	

Narrative – FY 22 Q1

In FY22 Q1, USAID drafted the Democracy and Governance APG Work Plan and submitted it to OMB for review. The plan seeks to increase democratic demand in target countries through (1) renewed conceptual and programmatic approaches, (2) evidence-based and data-driven programming, and (3) rapid response support to democratic openings. It is our intention that this APG will directly contribute to the democratic opening effort announced by President Biden in December 2021 (see Goal Overview - Slide 2).

Work in support of the DG APG Work Plan is progressing and is on track. USAID identified eleven initial target countries for this APG that are experiencing democratic openings (see Goal Overview Continued - Slide 3). With target countries now identified, USAID will explore the feasibility of using innovative machine reading software to scan USAID DRG solicitation documents for citations of evidence. USAID will complete this task in FY22 Q2 and will report data in the FY22 Q2 report.

USAID is ahead of schedule and launched the DRG Policy development process in FY22 Q1. USAID formed an inter-bureau DRG Policy Collaboration Group, established terms of reference for the group, and initiated efforts to establish the evidence base for the new policy. The evidence base will include a literature review of recent and relevant academic and grey literature, and consultations with democracy experts and practitioner groups. Looking forward, we will make further progress on the literature review and consultations during FY22 Q2. In addition, USAID will initiate development of the methodology for APG country identification during FY22 Q2. Once finalized, the methodology will be used to update the list of APG countries for FY23.

Data accuracy & reliability

Varieties of Democracy (V-Dem) is a new approach to conceptualizing and measuring democracy. They provide a multidimensional and disaggregated dataset that reflects the complexity of the concept of democracy as a system of rule that goes beyond the simple presence of elections. The V-Dem project distinguishes between five high-level principles of democracy: electoral, liberal, participatory, deliberative, and egalitarian, and collects data to measure these principles. V-Dem is a team of over 50 social scientists on six continents. They work with more than 3,500 country experts and a global International Advisory Board. Read more about V-Dem's work on [their website](#).

The **Civil Society Participation Index** examines the following questions: Are major Civil Society Organizations (CSOs) routinely consulted by policymakers; how large is the involvement of people in CSOs; are women prevented from participating; and is legislative candidate nomination within party organization highly decentralized or made through party primaries?

Clarification: The sphere of civil society lies in the public space between the private sphere and the state. Here, citizens organize in groups to pursue their collective interests and ideals. We call these groups civil society organizations CSOs. CSOs include, but are by no means limited to, interest groups, labor unions, spiritual organizations if they are engaged in civic or political activities, social movements, professional associations, charities, and other non-governmental organizations.

The core civil society index (CCSI) is designed to provide a measure of a robust civil society, understood as one that enjoys autonomy from the state and in which citizens freely and actively pursue their political and civic goals, however conceived.